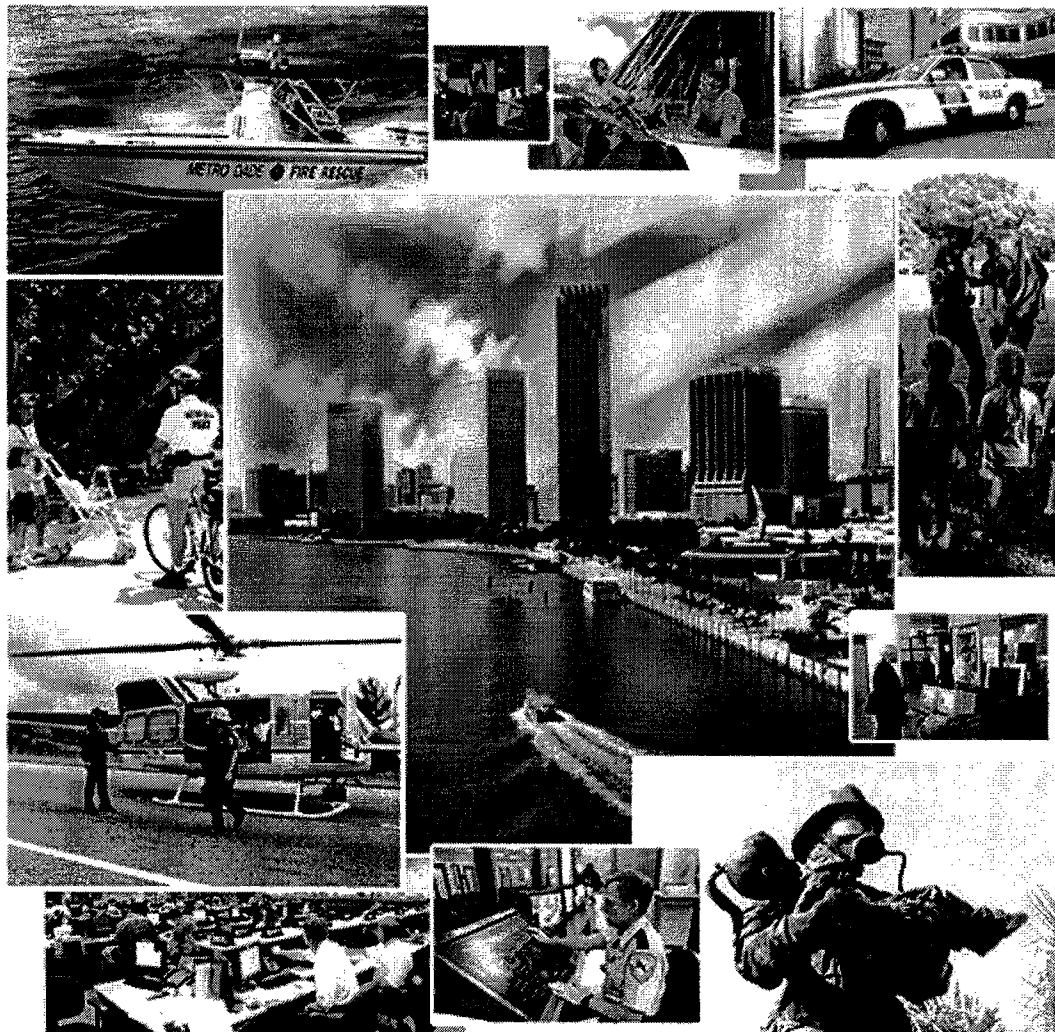


Miami-Dade County Homeland Security Briefing Book

2004



March 3, 2004



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Executive Summary

Long before September 11th, 2001, Miami-Dade County has been a leader in terrorism mitigation, response and recovery planning. The County has not waited for state and federal funding after 9/11, and to date has invested over \$43.1 million in homeland security expenditures for additional staffing, training, exercises, and infrastructure and equipment enhancements. Miami-Dade remains a high-risk threat area because of its military bases, federal buildings, major seaport, several airports, large rail systems, access to its borders, large public arenas, high-profile events and conferences, major banks and financial institutions, electronic power plants, and water treatment plants. Furthermore, the County's multicultural makeup and international business community allows potential terrorists to assimilate easily into the general population.

To date, Miami-Dade County has \$552 million in homeland security needs. Approximately \$49.5 million in homeland security funding has been awarded to the County from the state and federal governments. Miami-Dade County homeland security priorities for this fiscal year include:

- Priority Program:** *Miami River Port Security Plan*
Cost: *\$3.3 million*
Description: Miami-Dade and the City of Miami have worked together to develop a comprehensive River Security Plan due to the relatively easy penetration of the river by foreign vessels. In August 2003, Miami-Dade County applied for \$1 million TSA grant for vessels, floating docks, robots, communications equipment, etc. to augment the River Security Plan; however, the grant was denied. Miami-Dade County is re-submitting this grant in the next round of port security grants.
- Priority Program:** *Command Center*
Cost: *\$1.4 million*
Description: As the lead local law-enforcement entity within Miami-Dade County, Miami-Dade Police Department requires a command center designed to mitigate terrorist related events. The command center will be comprised of technical equipment, audio-visual equipment to display situation status, furniture, and computer support equipment
- Priority Program:** *The Disaster Preparedness Initiative*
Cost: *\$600,000*
Description: Miami-Dade Fire Rescue Department plays an essential role in response to major incidents; whether its hurricanes, responding to crash sites, hosting large events such as the FTAA or responding to hazardous materials incidents. During such events, the sharing of information needs to compliment the capabilities of non-mobile command centers. A mobile command center allows for critical incident support in a limited time frame. The mobile command center's maneuverability enables response closer to critical sites and the ability to leave compromised locales quickly. Due to insurance restraints rental of trailers to transport supplies and other needed equipment is not an option. An emergency tractor to transport the mobile trailer will be needed to aid in the mitigation at an incident site.
- Priority Program:** *Emergency Operations Center Security Enhancements*
Cost: *\$350,000*
Description: The Office of Emergency Management is responsible for maintaining the County's Emergency Operations Center (EOC). While the EOC is a hardened facility built to withstand major hurricanes, it requires additional hardening to reduce its vulnerability to terrorists (e.g., bomb protection, security monitoring and access equipment, HEPA upgrades to the HVAC system, landscaping and paving to increase stand-off distances from traffic lanes, etc.).

Miami-Dade County public safety departments are working together actively and cooperatively in our homeland security efforts. By reaching out to other local, state and federal partners, the County is in a better position to serve and protect South Florida.

Overview

The world has changed dramatically since September 11, 2001. The nation remains at risk from terrorist attacks and will remain so for the foreseeable future. Due to our population, geography, economy, Miami-Dade County has a number of unique vulnerabilities and high profile targets. An attack on any of these targets may cause mass casualties, damage to critical infrastructure, the disruption of essential services, and nationwide economic losses. Miami-Dade County's proactive planning and preparedness efforts are based on identified threats and vulnerabilities. Factors such as population, population density, vulnerability assessment, and presence of critical infrastructure have all been carefully considered¹ when creating the County's Homeland Security Strategy. This document summarizes Miami-Dade County's threats and vulnerabilities, the planning and mitigation efforts we have undertaken, and identifies a prioritized list of needs to help protect the County's unique community.



Miami-Dade County's Significance to the Local, State and National Economy

- ***Population/Size***

With a resident population of more than 2.3 million people living in 34 municipalities and the unincorporated area, Miami-Dade County comprises an area in excess of 2,200 square miles²; larger than the states of Rhode Island and Delaware, and larger in population than 17 states. More than half of the County's residents are foreign born. According to U.S. census data, Miami-Dade is the most diverse major county in the nation; our residents come from 160 nations and speak more than 60 languages. Our school system alone, teaches in 16 languages.

- ***Economy***

Miami-Dade County's economy, at \$75 billion Gross County Product³ is larger than that of 70 countries. The visitor industry is the county's number one moneymaker, employing approximately 14 percent of Miami-Dade County workers and injecting \$13.5 billion into the local economy each year. Miami-Dade County has the largest concentration of open-air restaurants and cafes in the state and also ranks among the top in the nation for open-air venues.

- ***The "Capital of the Americas"***

Miami-Dade stands at the intersection of the Americas and the world, and is the meeting ground for 1,250 multinational businesses including Apple, Oracle Corp., IBM, Clorox, Burger King and Porsche. Fifty-four percent of all U.S. trade with Central America flows through Miami, 40 percent of the Caribbean trade, and 34 percent of its trade with South America⁴. As a result, Miami-Dade sees more than 10 million overnight visitors each year⁵; many from Central and South America.

- ***Banking***

Miami-Dade County is home to the largest concentration of domestic and international banks on the East Coast south of New York City⁶. Approximately 100 commercial banks, thrift institutions, foreign bank agencies, and Edge Act banks have facilities here, with more than \$67.2 billion in total deposits.

- **Transportation**

In 2002, cruise passenger traffic at the *Dante B. Fascell Port of Miami-Dade* exceeded 3.64 million people⁷ and over 8.6 million tons of cargo. The Port's fiscal health is important to the local economy, contributing in excess of \$8 billion annually and supporting more than 45,000 jobs directly and indirectly. *Miami International Airport (MIA)*, receiving over 14.3 million passengers each year, ranks third in the United States for transporting international passengers⁸. MIA ranks first among U.S. airports for international freight and third for international cargo⁹. MIA's economic impact on Miami-Dade County is approximately \$18.6 billion. The rail system in Miami-Dade is the largest rail system in the state and among the largest in the nation composed of Tri-rail, AMTRAK, and MetroRail. Miami-Dade Transit has a total annual ridership of over 164 million passengers¹⁰.

- **County Government**

The County operates on a budget of almost \$6 billion and is home to the 4th largest school district in the nation. Serving the community are the largest police and fire rescue departments in the southeast region of the United States.

- **Utilities**

Florida Power & Light Company (Operator of the Turkey Point Nuclear Power Plant) is the largest electric utility in Florida. FPL serves 8 million people, or about half the population of Florida, in an area covering 27,700 square miles in 34 counties. Power is delivered from 33 major generating units over 69,000 miles of electric lines. *Miami-Dade Water and Sewer Authority (WASA)* is the sixth largest public utility in the United States.

Potential Targets of Terrorism

Various institutions and events, worldwide, have been targets of weapons of mass destruction in the past and are still considered attractive targets for terrorism. Miami-Dade County has parallel targets to each of these categories that are major threat/vulnerability concerns:

- **Military Bases/Installations** (including warships and other transport vehicles)

- Homestead Air Reserve Base
- U.S. Regional Coast Guard Base
- National Guard Bases
- U.S. Southern Command Headquarters

- **Federal Buildings**

- Federal Courthouses
- U.S. Secret Service Headquarters
- U.S. Immigration
- U.S. Customs
- U.S. Attorneys Office
- Regional Office of the U.S. Department of Homeland Security

- **Cruise Liners**

- Miami home-ported 18 cruise ship companies and nearly 3.6 million passengers in fiscal year 2002. The Port's impact on Miami-Dade County is estimated at more than \$11 billion and 90,000 jobs. One out of every three North American cruise passengers sails from Miami.

- The *Dante B. Fascell Port of Miami-Dade* is homeport to Carnival Cruise Line, Celebrity Cruises, Norwegian Cruise Line, Royal Caribbean International, and Windjammer Barefoot Cruises. Eight mega-cruise ships docked at the Port of Miami on March 8, 2003 breaking a new cruise record. Combined, the eight ships measured over 7,286 feet and embarked approximately 19,000 passengers.¹¹
- Miami-Dade expends more than \$11.5 million annually to protect the *Dante B. Fascell Port of Miami-Dade*.

- **Airliners**

- Miami International Airport, the 20th busiest airport in the world with over 1, 222 landings/take-offs each day¹², is home to over 75 domestic and international carriers, and 16 charter carriers.
- Several international flights bound for Miami and other U.S. cities have been canceled for security concerns; the "shoe bomber" was on a flight to Miami.
- The Miami-Dade Aviation Department dedicates over \$27 million annually to the security of Miami International Airport (police and security operations) and \$36 million annually to the safety of aircraft and MIA's patrons (fire, airside, terminal and landside operations).
- The Miami River, Florida's 4th busiest cargo port, terminates at Miami International Airport posing a significant vulnerability to the Airport and surrounding infrastructure.




- **Rail Systems**

- Tri-rail
- AMTRAK
- MetroRail
- Miami-Dade County spends more than \$15 million each year to protect its transportation infrastructure.

- **Border Access**

- While Miami-Dade County enjoys over 20 miles of sandy white beaches, over 645 miles of our boundary is comprised of tidal coastline; one of the largest open borders (by sea) in the nation. Miami-Dade County is also very concerned about air travel since we have the 20th largest airport in the world and terrorists have been known to use air travel as a primary source of conveyance.
- Miami-Dade County is 121 nautical miles away from Cuba, a nation that is considered a state sponsor of terrorism.

- **Religious Institutions** – The Greater Metropolitan Miami area is diverse not only from a cultural perspective, but also from a religious one. Over 300 religious organizations and places of worship - including churches, synagogues, temples, and mosques – can be found in the area. Miami is home to 535,000 Jews; some 13% of our population, the third largest Jewish community in the United States¹³. Only New York City and Los Angeles have a greater number of Jews. Several of these religious groups have been targets of terrorism, worldwide.

- ***Civic/Political Leaders and Tourists*** – Miami-Dade County is home to 61 foreign consulate offices and 25 foreign trade offices; the most in the State of Florida. The visitor industry is the county's number one moneymaker, employing approximately 14 percent of Miami-Dade county workers and injecting \$13.5 billion into the local economy each year. With world renowned beaches and major tourist attractions including Miami Beach, the Art Deco District, Ocean Drive and Lincoln Road Mall, it is no wonder that more than 10 million Europeans, Latin Americans, North Americans and Asians flocked to Miami-Dade in 2000¹⁴.
 - ***Large Public Arenas, Mass Gatherings & High Profile Events*** – Large public arenas with frequent mass gatherings including American Airlines Arena, Pro Player Stadium, Orange Bowl Stadium, Homestead Race Track and the Miami Arena attract hundreds of thousands of people each year. Miami-Dade County annually hosts the Orange Bowl and has hosted numerous National Football League Super Bowls. In fact, Super Bowl XXXXI is slated for Pro Player Stadium located in northern Miami-Dade County in 2007. Additionally, Miami-Dade and the Florida Marlins have been host to two World Series games in the past six years.
- 
- ***Public Places (open air restaurants, cafes, etc.)***
 - Miami-Dade County has the largest concentration of open-air restaurants and cafes in the state and also ranks among the top in the nation for open-air venues.
 - ***Banks & Financial Institutions***
 - Approximately 100 commercial banks, thrift institutions, foreign bank agencies, and Edge Act banks have facilities in Miami-Dade County.
 - ***Major High Profile International Events/Conferences***
 - Miami-Dade County has hosted many high-profile international events including the Summit of the Americas, visits by the Pope, Presidents from various countries, and the Free Trade Area of the Americas (FTAA) conference in November 2003.
 - ***Electric Power Plants and Water Treatment Plants***
 - Turkey Point Nuclear Power Plant
 - Miami-Dade Water and Sewer Authority (WASA) - sixth largest public utility in the U.S.

Steps Undertaken by Miami-Dade County

Long before September 11th, 2001 Miami-Dade County has been a leader in terrorism mitigation, response, and recovery planning. The County's Office of Emergency Management (OEM) has aggressively pursued comprehensive domestic preparedness planning since 1997 and is viewed as a statewide resource. The County has not waited for federal funding after 9/11, and to date has invested over \$43.1 million in homeland security expenditures for additional staff, training, exercises, and infrastructure and equipment enhancements.

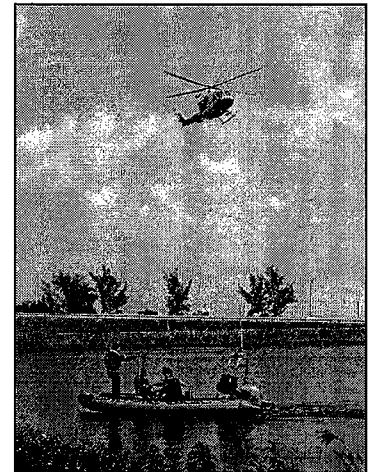
Miami-Dade County has worked closely with the State of Florida in developing a regional approach to domestic preparedness. Florida has implemented seven (7) regionalized domestic security task forces to better coordinate and prepare for incidents involving weapons of mass destruction. Miami-Dade County actively participates in the Region VII Southeast Regional Domestic Security Task Force to share planning successes and coordinate resource management across jurisdictional boundaries.

A. Development of a Comprehensive Domestic Preparedness Strategy

The Miami-Dade Office of Emergency Management has coordinated the development of a comprehensive Domestic Preparedness Strategy. This countywide Strategy complements the State of Florida's Plan, as well as, the President's National Homeland Security Strategy. Strategic goals of the Miami-Dade County's Domestic Preparedness Strategy are five-fold:

- Goal 1: Awareness** – Increased awareness for first responders and the community;
- Goal 2: Prevention** – Prevent terrorist attacks;
- Goal 3: Preparedness** – Reduce vulnerability to terrorism;
- Goal 4: Response** – Minimize impact and damage from events that do occur;
- Goal 5: Recovery** – Recover quickly from attacks that do occur.

The objectives contained within the Strategy are prioritized and used to drive the County's homeland security activities and focus most of its efforts on the top two or three priorities. As funding becomes available, the County dedicates them to the next highest priority items.



Miami-Dade County has undertaken a results-oriented government approach to service delivery and resource allocation. The County Manager has identified homeland security as a priority area for funding. Miami-Dade County recognizes its responsibility to protect its community. In identifying homeland security as a priority area, funding will be allocated for prevention, mitigation, and response efforts. However, it is both impossible and unreasonable to expect that any county can completely prepare for a major terrorist incident without state and federal assistance.

B. Intelligence Efforts

Miami Dade Police Department has a dedicated Bureau that actively gathers terrorism intelligence. MDPD gathers intelligence and shares gathered intelligence with the federal, state and local law enforcement communities, as appropriate.

During fiscal year 2003-2004, the Miami-Dade Police Department; with the endorsement and support from the Board of County Commissioners' Public Safety Committee was awarded funding for the purchase of a 53' Unified Command Trailer.

With the acquisition of the trailer, the Police Department will serve as the host county agency that brings all other county resources together, to address critical incidents within a Unified Command structure, in Miami-Dade County.

- **Senior Advisor for Homeland Security**

The Miami-Dade Police Department continues to effectively perform the intelligence gathering and sharing aspects of homeland security. The County is also in the process of recruiting and hiring a newly created position, *Senior Advisor for Homeland Security and Intelligence*. This

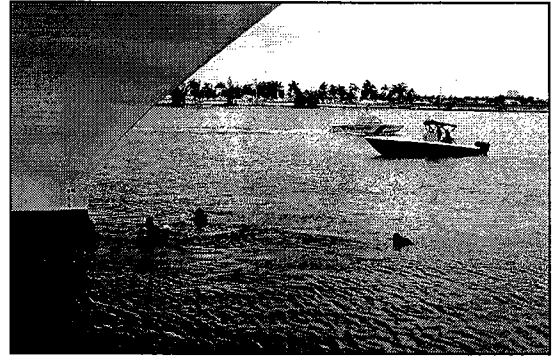
new senior level executive position will advise the County Manager and the public safety directors on matters of local, national and international intelligence and security.

- **IT Program Management**

In April, 2004, the Miami-Dade County Enterprise Technology Services Department (ETSD) will be hiring a an IT Program Manager who will be responsible for coordinating countywide public safety, security, cyber security, and privacy-related information technology initiatives among departments that affect key County business practices. The IT Program Manager reports directly to the County's Chief Information Officer.

- **Operation Safe Port – Pilot Program**

Due to the elevated alert status during the anniversary of the September 11th attacks, the Miami-Dade Police Department (MDPD) placed itself in a position to immediately respond to any concerns or situations encountered within the county as related to possible terrorist threats. Recognizing the importance of the tourism industry to our local economy, on September 6, 2002, the MDPD initiated Operation Safe Port. This pilot program was a true interagency (federal, state & local) operation spearheaded and coordinated by the MDPD Underwater Recovery Unit along with the Homeland Security Unit.



The goals of Operation Safe Port are to conduct random hull and seawall searches, to train new dive and support personnel, and to respond and assist the Police Operations Bureau and the Port of Miami upon requests, including naval ships, and to continue to forecast any possible threats and or areas of concern and minimize duplication of efforts among the concerned entities. Thus far, the County has expended approximately \$160,000 of its own funds and resources on this pilot program. In order to continue and expand the program, the County will need additional funding.

C. County Unified Command

Miami-Dade County has adopted the National Incident Management System. Should a major incident occur, Unified Command would be established and followed, ensuring that all county agencies contribute to the decision making process within their area of responsibility. High-ranking members of the County Manager's Office, the Office of Emergency Management, Miami-Dade Police, Miami-Dade Fire, the Office of Intergovernmental Affairs, the Office of Strategic Business Management, and others as needed attend monthly homeland security coordination meetings. These coordination meetings contribute to the County's unified approach to domestic preparedness and help to facilitate community outreach efforts by pooling resources.

D. First Responder Training

Following the 9/11 attacks, the Miami-Dade County Board of County Commissioners allocated \$1 million to train police and fire rescue personnel for response to weapons of mass destruction. Over 4,000 first responders have been trained to at least the awareness level, with many being trained to the operations level and higher.

The Miami-Dade County Fire Rescue Department's Urban Search and Rescue Task Force has responded to natural and man-made disasters throughout the world since 1985. The task force is part

of the Federal Emergency Management Agency's (FEMA) National Response System. The team has been trained and equipped to respond to weapons of mass destruction incidents. The personnel and equipment are maintained in a constant state of readiness to respond with 70 people and pre-positioned specialized equipment. The team provided search and rescue for the 9/11 attacks on the World Trade Center and the Pentagon.

E. Community Involvement and the Citizen Corps Council

Community outreach, education and training are a crucial element of the County's Homeland Security strategy. The fact remains that "Homeland Security begins in the HOME." Miami-Dade County established one of the first Community Emergency Response Teams (CERT) in the State of Florida and has successfully trained more than 1,300 residents to provide emergency assistance following a disaster. Miami-Dade County has formed a Citizen Corps Council that provides a forum for the coordination of community involvement in domestic preparedness.

F. Terrorism Advisory Committee

The Miami-Dade Terrorism Advisory Committee (TAC) brings together community leaders for the purpose of coordinating planning, information sharing, and providing recommendations to local government on domestic preparedness issues. Based on analysis of threats, vulnerabilities, and capabilities to address these threats, the TAC works to develop, maintain, and implement the County's comprehensive Domestic Preparedness Strategy, as well as to identify planning, training and equipment needs.

G. Community Preparedness Plan

Miami-Dade County has developed a Community Preparedness Plan that addresses business preparedness, general population preparedness, mandatory evacuations, schools, special needs populations, and underserved populations. This plan was developed with an all hazards approach in mind. It is designed to prepare the community for natural and human generated disasters. Community preparedness is provided through:

- *Broadcast media;*
- *Community Emergency Response Teams (CERT);*
- *Citizen Corps Council;*
- *County Department Preparedness Liaisons;*
- *Local Mitigation Strategy;*
- *Presentations;*
- *Print Media;*
- *Website; and*
- *Speakers Bureau.*



Miami-Dade County Homeland Security Needs

The Miami-Dade County Revenue Maximization and Grants Coordination Unit proactively identifies potential funding sources and opportunities and provides technical assistance to county departments and Community-Based Organizations (CBO's). The Unit assists departments in the development of federal, state, and private grant initiatives and applications. Additionally, the Unit works closely with the County's Office of Intergovernmental Affairs to identify funding opportunities and provide feedback regarding proposed federal and state legislation and policy changes.

Miami-Dade homeland security needs total **\$552,126,395.00**¹. The effort to match existing homeland security needs to potential funding sources is guided by the Domestic Preparedness Strategy and the goals, objectives, and implementation steps contained therein. By focusing on comprehensive objectives and implementation steps that are consistent with those objectives Miami-Dade will ensure that the dollars obtained will be used efficiently in areas that are not only within the scope of the County's homeland security mission and but also undeniably supportive of state and federal homeland security priorities. The three (3) tables in **Attachment B** outline comprehensive lists of all Miami-Dade County's Homeland Security needs based on its comprehensive Domestic Preparedness Strategy. A sampling of Miami-Dade's goals, objectives and most significant domestic preparedness funding needs is included below.

Goal 1. Awareness – Increased awareness for first responders and the community;

Objective: Provide responders with the necessary tools for intelligence and information sharing to assist with the prevention and response to terrorism related incidents.

Priority Program: Regional Fusion Center
Agency: Miami-Dade Police Department, Broward County Sheriff's Office & other regional law enforcement agencies
Cost: \$5 million
Description: Recognizing that Homeland Security has no boundaries, Miami-Dade County is working closely with neighboring counties like Broward County, to take a more regional approach to Homeland Security. Intelligence sharing is the most effective way of making those municipal, county, and state boundaries disappear. To that effect, Miami-Dade County proposes the creation of a *Regional Fusion Center*. This center will be responsible for the collection, collation, analysis and distribution of intelligence information among partnered law enforcement agencies. Using state-of-the-art technology, the Region VII Fusion Center will provide "one stop shopping" that can draw information from a variety of databases and disparate sources to facilitate near real time analysis and reporting. This analysis will help avoid missing important clues and provide effective data fusion which will allow us to better detect nefarious plans before or as they unfold.

Goal 2. Prevention – Prevent terrorist attacks

Objective: Equip first responders to prevent the most probable WMD threats to the urban area by 2004.

Equipment categories include detection, surveillance, tactical, intelligence, communications, monitoring.

Police Department

The Miami-Dade Police Department (MDPD), the County's lead law enforcement agency, provides protection to the County's unincorporated areas, most municipalities, and many high-risk targets such as the airports and seaport; essentially, MDPD serves over 72% of the County's residents. MDPD also provides specialized mutual aid to law enforcement agencies throughout the South Florida region. The Miami-Dade Police Department (MDPD) has \$4.4 million dollars in unfunded Homeland Security needs. MDPD requires additional funding for proactive investigations, specialized diving/bomb/SWAT/SCUBA team equipment, and



¹ Sum of Tables B1, B2, and B3 (attached).

infrastructure upgrades in order to effectively detect, monitor, investigate, and prevent acts of terrorism using weapons of mass destruction. MDPD Homeland Security priorities for this fiscal year include the following programs.

Priority Program 1: Miami River Port Security Plan

Cost: \$3.3 million (\$1.5 million personnel costs; \$1.8 million equipment)

Description: Miami-Dade and the City of Miami have worked together to develop a comprehensive River Security Plan due to the relatively easy penetration of the river by foreign vessels. In August 2003, Miami-Dade County applied for \$1 million TSA grant for vessels, floating docks, robots, communications equipment, etc. to augment the River Security Plan; however, the grant was denied. Miami-Dade County is re-submitting this grant in the next round of port security grants.

Priority Program 2: Command Center

Cost: \$1.4 million

Description: As the lead local law-enforcement entity within Miami-Dade County, MDPD requires a command center designed to mitigate terrorist related events. The command center will be comprised of technical equipment, audio-visual equipment to display situation status, furniture, and computer support equipment

Priority Program 3: Protective gear and safety equipment

Cost: \$400,000

Description: While MDPD has procured significant personal protective gear for its officers through its own funding, as well as, state grants, additional equipment is needed in order to fully supply its entire force with personal protective gear.

Priority Program 4: Operation Safe Port Program

Cost: \$900,000

Description: The Operation Safe Port is described on page 9 of this document. To further develop the Program, test it, evaluate it, and modify it to effectively meet the Program's objectives, additional funding is needed.

Priority Program 5: Miami-Dade Homeland Security Task Force

Cost: \$1.6 million

Transit Department

Miami-Dade Transit has \$19.6 million dollars in unfunded Homeland Security needs to upgrade its critical facilities and garages in order to improve security (e.g., security camera monitoring systems, intrusion detection and notification systems, etc.) and to fortify its fleet in order to provide better protection for its passengers (real-time surveillance cameras on its MetroRail platforms and vehicles, real-time surveillance in its bus vehicles, etc.). The Transit Department's Homeland Security priorities for this fiscal year include the following programs.

- Priority Program 1:** MetroRail Platform Security Camera system
Cost: \$7,500,000
Description: Miami-Dade Transit must upgrade and/or install a camera system on the MetroRail platforms to provide for real-time surveillance. The current system is extremely outdated and does not provide for real-time surveillance and recording capabilities. The upgrades and installations would provide for new cameras, monitoring equipment and recorders. The installations would enable MDT to maintain a proactive approach in deterring crimes and potential acts of sabotage.
- Priority Program 2:** Real-time Surveillance Camera System in MetroRail fleet
Cost: \$2,300,000
Description: Miami-Dade Transit must install a real-time surveillance camera system in its MetroRail vehicle fleet. Currently, the vehicles are unmonitored and do not allow the agency to record acts of crime which occur inside. The Federal Transit Administration (FTA) has expressed concerns over the vulnerability of mass transit vehicles to acts of terror. MDT carries an average of 47,000 passengers per day on its MetroRail vehicles. The elevated nature of our system makes an act of terror potentially catastrophic should a train be taken over by terrorists. Real-time surveillance would enable security and law enforcement personnel to monitor events inside the vehicle and allow them to take necessary and corrective action, which could potentially save lives. Similar to systems on our platform, the installations would enable MDT to maintain a proactive approach in deterring crimes and potential acts of sabotage.
- Priority Program 3:** Real-time Surveillance Camera System in MetroBus fleet
Cost: \$8,300,000
Description: Miami-Dade Transit must install a real-time surveillance camera system in its MetroBus fleet. While currently monitored, the systems are not real-time. Often, acts of crime or incidents inside vehicles are not reported until weeks later, which eliminates MDT's ability to capture the images. A similar concern with respect to sabotage and crime is also present. Similar to MetroRail the FTA has expressed concerns over the vulnerability of mass transit vehicles to acts of terror. MDT carries an average of 205,000 passengers per day on its bus fleet, making this a very attractive target to potential terrorists. Real-time surveillance would enable security and law enforcement personnel to monitor events inside the vehicle and allow them to take necessary and corrective action, which could potentially save lives. Furthermore, there is an added benefit to MDT, which allows there to be a taped image available in the event of litigation. Similar to the proposed systems on MetroRail, the installations would enable MDT to maintain a proactive approach in deterring crimes and potential acts of sabotage.

Water and Sewer Department

The Miami-Dade Water & Sewer Department has \$55.8 million dollars in unfunded Homeland Security needs. Funding is needed to conduct a through system vulnerability assessment, to upgrade its critical facilities in order to improve security (e.g., security camera monitoring systems, intrusion detection and notification systems, improved lighting, security gates, etc.) in order to provide optimal protection for the drinking water for the entire County's 2.3 million

residents and visitors. The Water and Sewer Department's Homeland Security priorities for this fiscal year include the following programs.

Goal 3. Preparedness – Reduce vulnerability to terrorism

Objective: Expand Community Emergency Response Teams (CERT) and the Citizen Corps programs.

Objective: Improve local critical infrastructure readiness and protection.

Aviation Department

Miami International Airport is the largest economic engine in the State of Florida with over \$18 billion in economic impact and provides over 200,000 jobs. The Aviation Department's Homeland Security priority for this fiscal year includes the following program.

Priority Program 1: Baggage and Passenger Screening

Cost: \$255 million

Description: MIA has a critical need to enhance passenger and baggage screening capabilities; installation of baggage screening equipment inline with MIA baggage conveyor systems and expansion of MIA passenger screening checkpoints.

Dante B. Fascell Port of Miami-Dade

As the highly visible cruise capital of the World and cargo container gateway to Latin America, located just off-shore from the heart of downtown Miami, the Dante B. Fascell Port of Miami-Dade needs \$30 million to increase security on this island port. Additional funds are needed to meet security systems integration needs, for equipment to scan containers and systems to screen all persons entering the restricted cargo area, additional facilities to screen provisions loaded onto cruise ships, upgraded facilities for the federal border inspection agencies and a port-wide security warning system. The Port's Homeland Security priorities for this fiscal year include the following programs.

Priority Program 1: Integrated safety-security systems

Cost: \$5 million

Description: Additional phasing of access control systems enhancements to provide full (100%) electronic access control and integrated electronic locking mechanisms for all doors (exterior and restricted area access portals (cargo doors, baggage portals).

Priority Program 2: Gamma Ray Screeners

Cost: \$10 million

Description: Gamma Ray or equivalent state of the art technology should be installed on all inbound and outbound access lanes to complement soon to be deployed CBP Radiation Technology Screeners.

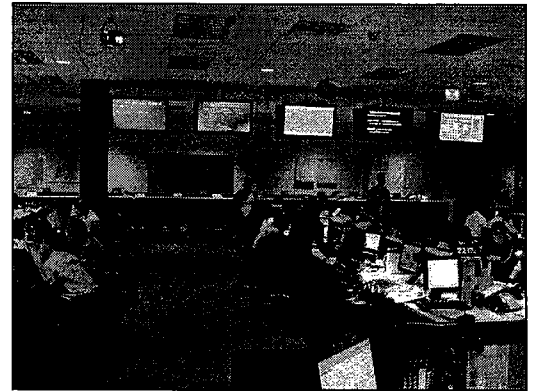
Office of Emergency Management

Miami-Dade County has received some funding for equipment and training. However, in order to maintain a constant state of readiness in the future, nearly \$2 million in funding is needed to ensure that planning, coordination, and outreach for domestic preparedness endeavors continue.

Priority Program 1: Emergency Operations Center (EOC) security enhancements

Cost: \$350,000

Description: The OEM is responsible for maintaining the County's Emergency Operations Center (EOC). While the EOC is a hardened facility built to withstand major hurricanes, it requires additional hardening to reduce its vulnerability to terrorists (e.g., bomb protection, security monitoring and access equipment, HEPA upgrades to the HVAC system, landscaping and paving to increase stand-off distances from traffic lanes, etc.).



Priority Program 2: Back-up Emergency Operations Center (EOC) infrastructure

Cost: \$350,000

Description: The OEM has identified an alternate site to serve as an Emergency Operations Center (EOC) in case our primary site is destroyed or disabled. In order to reduce capital and maintained costs, it is planned that much of the equipment for this back-up site would be rented or leased at the time of need. However, some infrastructure improvements are needed in order to decrease start-up time (e.g., network infrastructure, telephone infrastructure, generator, etc.).

Priority Program 3: Domestic Preparedness Community Outreach Program materials

Cost: \$80,000

Description: The OEM has developed a countywide domestic preparedness community outreach program. In order to effectively reach our 2.3 million residents and visitors, additional funding is needed for multi-lingual brochures, public service announcements, and web site enhancements.

Goal 4. Response – Minimize impact and damage from events that do occur;

Objective: Develop an operational interoperable communications plan that is consistent with local communications capabilities and procedures.

Objective: Facilitate and promulgate the implementation of the National Incident Management System (NIMS) throughout Miami-Dade County.

Fire Rescue Department

Miami-Dade Fire Rescue Department (MDFR) recognizes a need to improve its existing hazardous materials detection and response initiative. MDFR also needs to acquire a water-based response boat to respond to inter-coastal waterways, and especially the Miami River. A redundant communication command center is needed to coordinate and control emergency responses to major WMD incidents. These programs will cost \$ 38.4 million.

Priority Program 1: The Disaster Preparedness Initiative

Cost: \$600,000

Description: MDFR plays an essential role in response to major incidents; whether it is hurricanes, responding to crash sites, hosting large events such as the FTAA or responding to hazardous materials incidents. During such

events, the sharing of information needs to compliment the capabilities of non-mobile command centers. A mobile command center allows for critical incident support in a limited time frame. The mobile command center's maneuverability enables response closer to critical sites and the ability to leave compromised locales quickly. Due to insurance restraints rental of trailers to transport supplies and other needed equipment is not an option. An emergency tractor to transport the mobile trailer will be needed to aid in the mitigation at an incident site.

Priority Program 2: Miami River Coverage Project

Cost: \$3,000,000

Description: Recently, the U.S. Coast Guard acknowledged that Miami-Dade Fire Rescue is the recognized fire-fighting agency that they rely on to respond to coastal, marina and river fires. Implementation of this project requires a 52' Fire Boat that can be used as a support vessel for dive operations in and around the sea port, can be used to supply 5,000 gallons of water (equal to 5 fire trucks) and would allow for rapid response around the county's coast line, marina's and the Miami River in less than 45 minutes. This project allows MDRF to enhance the mutual aid to the U.S. Coast Guard, U.S. Customs, U.S. Border Patrol, Environmental Protection Agency, MDPD and City of Miami Fire.

Priority Program 3: Logistical Services Equipment

Cost: \$1,671,100

Description: The interoperation's vehicle and trailer include a Freightliner FL-60 and a 25' feather-lite trailer. The Emergency Back-up Communications Center is a 40' feather lite trailers with a 4'x16' pullout. During a major incident, it is essential that all Federal, State, County and City representatives be able to coordinate functions, manpower and other critical information, in a unified command setting. This mobile vehicle, trailer and Emergency Back-up Communications Center support the effective and efficient flow of information. These vehicles are crucial should the main 911 system be shut down, serving as an alternative means of communication. These vehicles also allow Federal, State, County and City radio/telephone systems to be linked together for intra-agency communication.

Miami-Dade Medical Examiner's Office

The Medical Examiner Department provides "forensic pathology" and medical-legal investigative services for the citizens of Miami-Dade County. The Medical Examiner Department interrelates with many local, state, and federal agencies, such as FBI, NTSB, FAA, State Attorney's and Public Defender's Offices, police departments, medical offices and hospitals, funeral homes, and the media. The Medical Examiner Department will play a crucial role in the investigation and recovery from any major terrorist act.

Priority Program 1: Forensic Nurse Pilot Program grant

Cost: \$250,000

Description: The Miami-Dade Medical Examiner's Office applied for the Department of Justice COPS Forensic Nurse Pilot Program grant, but was denied in October, 2003. The COPS Forensic Nurse Pilot Program would have provided funding for the Medical Examiner to evaluate the use of forensic nurses in natural death investigations, presently exceeding over 600 each

year in Miami-Dade County. Using forensic nurses for these cases would free up law enforcement officers so that they may perform other higher priority law enforcement duties, including homeland security efforts and investigations surrounding all unnatural deaths. The forensic nurses would also be used as an adjunct to law enforcement to assist in the investigation of unnatural deaths and to provide quality assurance reviews of all death cases.

Goal 5. Recovery – Recover quickly from attacks that do occur.

Objective: Ensure that response agencies have terrorism response and recovery plans including Continuity of Operations (COOP) and Continuity of Government (COG) plans.

As noted above, Miami-Dade County has developed a comprehensive Domestic Preparedness Strategy that prioritizes funding needs of the countywide projects. To date, Miami-Dade County has applied for over \$404 million in state and federal grants; yet has received less than \$50 million. A complete list of all grant applications and awards is listed in **Attachment A**; some highlights include:



- **Urban Areas Security Initiative (UASI)**

Funded: \$32 million for Urban Area

Miami-Dade County is receiving \$12 million of the total grant amount.

The greater Miami urban area has been identified as a high threat urban area and is expecting funding from the DHS Office of Domestic Preparedness (ODP) to train and equip first responders for events involving weapons of mass destruction. In complying with the requirements of the Urban Areas Security Initiative (UASI-II), Miami-Dade County has conducted a comprehensive vulnerability assessment. Information from this assessment will be used to direct the County's domestic preparedness efforts.

- **Liberty Shield**

Funded: \$285,000

The U.S. Department of Homeland Security provided funding to reimburse eligible governmental applicants for overtime and contracted security costs associated with protecting critical infrastructure and facilities during periods when the national threat level is raised to "High" or "Orange Alert." To date, the County has received approximately \$285,000 to compensate the Aviation, Seaport, and Transit departments for police personnel overtime and/or contracted security services. An additional request of approximately \$183,500 for the Miami-Dade County Water and Sewer Department is pending.

- **Airport Security Enhancement**

Funded: \$12.6 million

Federal Aviation Administration security enhancement grants provided funding to construct security rooms, install associated cabling, and systems integration at Miami International Airport. Additional projects included were the installation of access control devices, AOA vehicle access gate barcode reader system, four (4) security response vehicles, an electronic fingerprint machine, and design plans for the MIA security operations control center.

Other Homeland Security Priorities

- ***Urban Areas Security Initiative for Miami/Miami-Dade County***

Cost: \$85 million

UASI funding for the Miami area has been identified through fiscal year 2004-2005. Miami-Dade County has adopted a regional approach to the UASI program to train and equip first responders. Using the ODP's assessment tools, over \$119 million in training and equipment needs have been identified. These needs far outweigh the current \$32 million in UASI funding slated for the Miami urban area. Additional UASI funding is critical to ensure that UASI programs continue to train and equip all of our first responders.

- ***Regional Homeland Security Complex***

Miami-Dade County is the logical choice for a regional homeland security complex. A regional office for the U. S. Department of Homeland Security in Miami-Dade County will ensure that critical assets will be positioned in a location that will foster a mutually beneficial federal local partnership. The Homestead Air Reserve Base has been identified as a potential location for a regional complex.

Conclusion

While there has been much more focus on security and acts of terrorism since September 11th, Miami-Dade County has worked hard for several years to improve its homeland security and domestic preparedness in order to optimize the safety and well being of our residents. Since 1997, Miami-Dade County has been working to identify our homeland security vulnerabilities, to identify our training and infrastructure needs, to prioritize our needs, to implement strategies that work to resolve our deficiencies, and to test our plans and systems. Miami-Dade County has not stood still waiting for state and federal funding to come to us; rather, we have worked hard to help ourselves. Miami-Dade County has dedicated a significant amount of our funding to improve our preparedness and response capabilities. Yet, we cannot do it alone. Our risks and needs, far outweigh our ability to completely address all of our homeland security priorities or to respond to an event in isolation.

ATTACHMENT A

Comprehensive list of Miami-Dade County Homeland Security Related Grant Funding Requests

Grant Funding Requests Prepared by: Miami-Dade Office of Strategic Business Management Updated on: 2/23/2004							
Lead Agency	Grant Name	Funding Agency	Expected date of Award	Use of funding	Amount For	Applied	Amount Received
Community Action Agency (CAA)	CAA Homeland Security-Senior Companion grant	Corp. for National Service	May 2003	To provide guidance in disaster prep for seniors	\$38,000		\$38,000
Office of Emergency Management	Citizens Corps Council Grant	Florida Division of Emergency Management	April 2003	Establish a Citizen Corps Council	\$17,800		\$17,500
Office of Emergency Management	CERT Training Program	Florida Division of Emergency Management	April 2003	To train 200 new CERT members for Community Response	\$24,000		\$24,000
Office of Emergency Management	CERT Training Program	Florida Division of Emergency Management	September 2003	To train 100 new CERT members and re-train 200 existing CERT members for community response	\$35,000		\$35,000
City of Miami / Miami-Dade County/ Broward and municipalities	Urban Area Security Initiative (UASI-II)	U.S. Dept. of Homeland Security	January 2004	To provide regional funds for planning training and equipment for first responders	\$13,184,569		Received \$3,295,319; \$9,889,250 pending
City of Miami / Miami-Dade County/ Broward and municipalities	Urban Area Security Initiative (UASI-II)	U.S. Dept. of Homeland Security	October 2004	To provide regional funds for planning training and equipment for first responders	\$19,146,642		\$0
Miami-Dade Aviation Department (MDAD)	Security and Operations	TSA	Denied Fall 2003	North and south terminal passenger screening checkpoints, & infrastructure to support security systems including inline baggage screening	\$255,000,000		\$0
Miami-Dade Aviation Department (MDAD)	Security and Operations Costs 9/11	FAA	September 2, 2003	Initial response to 9/11	\$2,954,000		\$2,954,000
Miami-Dade Aviation Department (MDAD)	AIP FY 01-03	FAA	Through 5/05	Airport Security enhancement	\$29,500,000		\$12,659,000
Miami-Dade Aviation Department (MDAD)	FDOT flexible funding	FDOT	June 2004	Costs associated with 9/11	\$38,000,000		\$0
Miami-Dade Aviation Department (MDAD)	General Aviation Airport	FDOT	June 2004	GAA Security enhancements	\$5,200,000		\$0
Miami-Dade Aviation Department (MDAD)	Airport access control pilot program / 20 airports	TSA	October 2004	Access control enhancement	TBD		\$0
Miami-Dade Aviation Department (MDAD)	Cooperative agreements to airport authorities for pilot projects	TSA	October 2004	Smart CCTV for Perimeter Security	\$1,176,000		\$0
Enterprise Technology Services Department (ETSD)	Network Risk Assessment	Federal Emergency Management Agency	December 2003	Network Risk Assessment	\$500,000		\$500,000
Medical Examiner (ME)	COPS-Forensic Nurse Pilot Program	Federal-Dept. of Justice	10/3/2003 Denied	Pilot program using Forensic Nurse investigators	\$250,000		\$0
State of Florida-FDLE for ME	NFSIA-discretionary funding	State using federal funds	March 2004	Laboratory supplies, storage shed, NAME accreditation	\$3,800		\$0
Miami-Dade Water and Sewer (WASD)	Vulnerability Assessment	Federal-EPA	Received	Vulnerability Assessment	\$115,000		\$115,000
Miami-Dade Water and Sewer (WASD)	Operation Liberty Shield	Florida Division of Emergency Management	September 2004	Overtime security reimbursement of Op. L.S. costs	\$183,582		\$115,000

Grant Funding Requests						
Prepared by: Miami-Dade Office of Strategic Business Management						
Updated on: 2/23/2004						
Lead Agency	Grant Name	Funding Agency	Expected date of Award	Use of funding	Amount For	Applied/Amount Received
Miami-Dade County Transit	UASI-Mass Transit System Security Grant	U.S Dept. of Homeland Security	Received January 2004	Metro mover Real Time Surveillance and access control	\$896,544	\$896,544
Miami-Dade County Transit	USAI-Mass Transit System Security Grant	U.S Dept. of Homeland Security	October 2004	Metro mover Real Time Surveillance and access control	\$800,000	\$0
Miami-Dade County Transit	Federal Transit Admin. Emergency Drills	Federal Transit Administration	Received 8/02	Emergency Drills (Hostage scenario on Metro rail and Turkey Point Area Evacuation)	\$50,000	\$50,000
Miami-Dade County Transit	Bus Operator Training	Florida Department of Community Affairs	September 2004	Train 200 Bus Operators in advanced CERT and OEM training	\$200,000	\$0
Miami-Dade County Seaport, Airport, Transit	Operation Liberty Shield	Florida Division of Emergency Management	January 2004	Overtime security reimbursement of Op. L.S. costs	\$285,224	\$0
Miami-Dade Fire Rescue	Assistance to Firefighters grant	FEMA	Denied	Ensure fire fighter safety, equipment grant	\$750,000	\$0
Miami-Dade Fire Rescue	Weapons of Mass Destruction	FEMA	December 2003	Upgrade of all national response task forces	\$740,000	\$740,000
Miami-Dade Fire Rescue	Weapons of Mass Destruction	FEMA	January 2004	Upgrade of all national response task forces	\$1,100,000	\$1,100,000
Miami-Dade County Seaport	Port Security DTMA1 go 2040	Federal Transportation Security Administration (TSA)	Received 06/02	Port-wide CCTV	\$4,900,731	\$4,900,731
Miami-Dade County Seaport	Port Security DTMA1 go 2040	Federal (TSA)	Received 06/02	Cruise Door Alarms	\$339,289	\$339,289
Miami-Dade County Seaport	Port Security DTMA1 go 2040	Federal (TSA)	Received 06/02	Cruise Access Control	\$1,130, 781	\$1,130,781
Miami-Dade County Seaport	Port Security DTSA20-03-g-01066	Federal (TSA)	Received 07/03	Perimeter Fencing	\$1,183,400	\$1,183,400
Miami-Dade County Seaport	Port Security DTSA20-03-g-01066	Federal (TSA)	Received 07/03	Commercial Vehicle Inspection Stations	\$180,000	\$180,000
Miami-Dade County Seaport	Port Security DTSA20-03-g-01066	Federal (TSA)	Received 07/03	Communication command & Control (C3) center	\$4,829,306	\$4,829,306
Miami-Dade County Seaport	ODP	Federal-Office of Domestic Preparedness	Awarded 09/03	Waterside Surveillance	\$657,000	\$657,000
Miami-Dade County Seaport	ODP	Federal-(ODP)	Awarded 09/03	Border Security for Cargo Containers	\$2,749,000	\$2,749,000
Miami-Dade County Seaport	Port Security 3	Federal (TSA)	Denied	Combined Federal Inspection Services 5	\$2,200,000	\$0
Miami-Dade County Seaport	Port Security 3	Federal (TSA)	Award 12-03	Cruise Provision Inspection Facility (1)	\$1,258,343	\$1,258,343
Miami-Dade County Seaport	Port Security 3	Federal (TSA)	Denied	Gamma Ray Screeners	\$4,000,000	\$0

Grant Funding Requests Prepared by: Miami-Dade Office of Strategic Business Management Updated on: 2/23/2004						
Lead Agency	Grant Name	Funding Agency	Expected date of Award	Use of funding	Amount For	Applied Amount Received
Miami-Dade County Seaport	Port Security 3	Federal (TSA)	Denied	Cruise Passenger Security Warning System (6)	\$488,000	\$0
Miami-Dade County Police / City of Miami Police	Miami River Port Law Enforcement Security-Round 3	Federal (TSA)	Denied	Boats and equipment of the Miami River	\$1,046,717	\$0
Miami-Dade County Police / City of Miami Police	Miami River Port Law Enforcement Security-Round 4	Federal (TSA)	September 2004	Boats and equipment of the Miami River	\$1,046,717	\$0
City of Miami Police / Miami-Dade County Police and ETSD	Interoperable Communications Grant	U.S. Dept. of Justice-COPS office	Denied	Interoperable Communication equipment	\$5,529,653	\$0
Miami-Dade Police Department (MDPD)	COPS Overtime Homeland Security	Federal Dept. of Justice	Pending	Future Overtime costs during the FTAA	\$3,000,000	\$0
TOTAL					\$404,689,098	\$49,656,463

ATTACHMENT B

Miami-Dade County Homeland Security Related Funding Requirements/Needs

Table B1 – Security enhancement measures Prepared by: Miami-Dade Office of Emergency Management Updated on: February 26, 2004					
DEPARTMENT	HARDWARE/ SOFTWARE	AUDIO-VISUAL/ MONITORING	PROXIMITY/ ACCESS	OTHER EQUIPMENT	TOTAL
Aviation Department		Bag & Pac screening & additional airport CCTV			\$7,200,000.00
Aviation Department		Smart Video/ CCTV			\$2,400,000.00
Aviation Department			future upgrade to access control		\$6,200,000.00
DERM	Fast Pass				\$20,000
DERM		CCTV Recorder			\$8,800
DERM		CCTV Ext. & Int.			\$5,000
Fire/Rescue Department				Disaster Preparedness Initiative <ul style="list-style-type: none"> Mobile Command Post Acquisition Emergency Tractor to facilitate mobile trailer 	\$600,000
Fire/Rescue Department				Logistical Services Equipment <ul style="list-style-type: none"> Interoperations vehicle and trailer Emergency Back-up Communications Center 	\$1,671,100
Fire/Rescue Department				Technology and/or Communications <ul style="list-style-type: none"> Haz Mat geographic software program 	\$200,000
Fire/Rescue Department				Hazardous Material Acquisition <ul style="list-style-type: none"> Vehicle Acquisition (24' ten ton cargo truck: one tone, dual wheel pick-up truck) 	\$105,000
Fire/Rescue Department				Technical Rescue Enhancement <ul style="list-style-type: none"> Equipment Enhancement (compressor, electrical power support system, cutting saws, breaking and chipping hammers) 	\$43,000
Fire/Rescue Department				Marine Services Enhancement <ul style="list-style-type: none"> Dive Enhancement 	\$60,900
Fire/Rescue Department				Protective Gear & Safety Equipment <ul style="list-style-type: none"> Includes 900 EMS kits for NOC exposure 	\$1,200,000
Fire/Rescue Department				WMD Equipment/Training for MDR Personnel including backfill costs	\$8,500,000
Fire/Rescue Department				Passport Accountability System	\$1,500,000
Fire/Rescue Department				49' Fire Boat for Miami River Coverage	\$4,000,000
General Services Administration	\$100,000	\$575,000	\$323,000		\$998,000
Police Department	Eight pocket PCs				\$5,432
Police Department				Two Marine Vessels	\$360,000

Table B1 – Security enhancement measures

Prepared by: Miami-Dade Office of Emergency Management

Updated on: February 26, 2004

DEPARTMENT	HARDWARE/ SOFTWARE	AUDIO-VISUAL/ MONITORING	PROXIMITY/ ACCESS	OTHER EQUIPMENT	TOTAL
Police Department				Floating Dock System (Install)	\$85,600
Police Department	Mobile Access Router (Install)				\$9,000
Police Department	Four laptops				\$12,000
Police Department				Mobile/fixed (HQ) command center upgrades	\$500,000
Police Department				Homeland Security ICS Command Center	\$250,000
Police Department				Two vessels for Underwater Recovery Unit	\$146,000
Police Department	Eight Laptops				\$24,000
Police Department				Submersible remote operating vehicle, Dry Diving suits, other misc. diving equipment	\$38,000
Police Department				Six rental vehicles for the use of surveillances and covert operations	\$79,200
Police Department				Personal Protection Equipment and Supplies	\$430,000
Police Department				Canadian Aqueous System for Chemical –biological agent decontamination (CASCAD system)	\$53,000
Police Department				Starr Systems Digital radiography x-ray system	\$65,000
Police Department				Andros robot for the Bomb squad	\$243,000
Police Department				WMD equipment trailer for tactical operations section (TOS)	\$27,000
Police Department				Two EOD8 bomb suits with cooling systems for the bomb squad	\$40,600
Police Department				Retrofit of the existing Andros robot for the bomb squad	\$30,000
Police Department				Four US Armor bomb blankets for the bomb squad	\$4,000
Police Department				Six Scott Hazardous Material (Hazmat) meters	\$9,200
Police Department				Four bomb disablement disrupter systems for the bomb squad	\$3,000
Police Department				Four PAN disrupter kits for the bomb squad	\$11,800
Police Department				Fifty LANX chemical Protective Outer-garments for TOS	\$15,000
Police Department				Thirty LANX chemical protective under-garments for TOS	\$22,600
Police Department				Respirator-fit test Porta-count machine	\$11,000
Police Department				Self Contained Breathing Apparatus (SCUBA)	\$7,800
Police Department				Thermal imaging system SRT	\$18,000
Police Department				Night vision equipment for SRT	\$125,000

Table B1 – Security enhancement measures

Prepared by: Miami-Dade Office of Emergency Management
Updated on: February 26, 2004

DEPARTMENT	HARDWARE/ SOFTWARE	AUDIO-VISUAL/ MONITORING	PROXIMITY/ ACCESS	OTHER EQUIPMENT	TOTAL
Police Department				Ballistic protection for SRT and Bomb Squad	\$145,000
Police Department				Flexible fiber optic camera/scope for SRT	\$9,000
Police Department				Intelligence Operations Center Equipment and Supplies	\$106,000
Police Department				Technical Operations Unit (Supplemental Request)	\$230,700
Police Department				Two person compact submersible	\$750,000
Police Department				Five Hummers	\$265,000
Police Department				Air Tasers with Laser, data port	\$300,000
Seaport	Gamma Ray Scanners				\$5,000,000
Transit Department		Projector for training sessions			\$4,000
Transit Department		Laptop computers for viewing real-time surveillance video			\$6,000
Transit Department				Security vests and caps	\$1,000
Transit Department				Access control barriers for maintenance yards @ \$160 ea.	\$8,000
Transit Department		Computerized Digital finger printing system			\$130,000
Transit Department				Covert Vehicle Tracking System to track buses	\$30,000
Transit Department				2 unmarked vehicles to provide undercover surveillance ops.	\$35,000
Transit Department	Upgrade software for existing digital equipment \$15,000	Upgrade existing digital photographic ID system \$25,000			\$40,000
Transit Department				2 two way cell phones	\$300
Water & Sewer Department		Surveillance equipment			\$5,552,800
Water & Sewer Department		Water and wastewater access control			\$2,000,000
Water & Sewer Department				Vulnerability assessment	\$20,000,000
Water & Sewer Department				Water & Waste Lighting, Consoles	\$1,000,000
TOTAL					\$72,949,832.00

Table B2 – Infrastructure enhancements Prepared by: Miami-Dade Office of Emergency Management Updated on: February 26, 2004						
DEPARTMENT	INTERNAL BUILDING	EXTERNAL BUILDING	SITE UPGRADE	SECURE ACCESS	OTHER	TOTAL
Aviation Department			Security fencing and lighting			\$17,700,000.00
Aviation Department		Security Operations Control Center				\$23,000,000.00
Aviation Department			SE Sector Safety & Security Project			\$17,400,000.00
Aviation Department		Cargo Security Program				\$12,800,000.00
Aviation Department				5 AOA Vehicle access booths		\$3,100,000.00
DERM				Access Pt. Modification		\$6,500
Fire/Rescue Department Air Rescue operations		Helicopter & Helicopter Support Equipment <ul style="list-style-type: none"> • Hangar • Fueling Station 				\$10,000,000
Fire/Rescue Department				Facilities: <ul style="list-style-type: none"> • Increase perimeter security at headquarters • Increase security systems at all stations • Increase internal security at headquarters Kantech® proximity card system		\$1,500,000
General Services Administration	\$8,130,000	\$2,154,000		\$300,000		\$10,584,000
Water & Sewer Department				Douglas Bldg. access system surveillance eq.		\$175,000
Water & Sewer Department		Le Jeune Security Gate				\$60,000
Water & Sewer Department			Water & Wastewater Consoles, Lighting, access controls			\$1,530,000
Transit Department				Access Control System		\$80,058
Transit Department		Coral Way Guard House				\$8,987
Transit Department	Security Film (SPCC)					\$2,522
Seaport	Combined Federal Inspection Services \$5.5 Million			Waterside Operations Access Barriers \$0.8 Million	Cruise Provision Inspection Facilities (4) \$8 Million	\$14,300,000
Police Department	Screening Device	Security Gates for the Headquarters and Doral District		External and Internal		\$18,000
TOTAL						\$112,265,067.00

Table B3 – Capital improvements Prepared by: Miami-Dade Office of Emergency Management Updated on: February 26, 2004			
DEPARTMENT - PROJECT DESCRIPTION	ESTIMATED COMPLETION DATE	FEDERAL / STATE COST SHARE	TOTAL COST OF PROJECT
AVIATION DEPARTMENT-Concourse A Customs Card Readers	November 2004	\$145,202 FDOT (Included Sec. 3)	\$198,273
AVIATION DEPARTMENT-Security Screen Enclosures for Checkpoints	December 2006	\$1,448,515 Potential Federal & State	\$1,997,947
AVIATION DEPARTMENT-Extension Security Rooms, CCTV and Access Control System	January 2004	\$2,043,000- Fed \$3,348,000-State (Incl. Sec 3)	\$5,400,000
AVIATION DEPARTMENT-Terminal wide baggage portals security upgrades	April 2004	\$937,000-Fed \$900,000-State (Incl. Sec. 3)	\$1,837,000
AVIATION DEPARTMENT-Access Control, Additional devices, Package 1	December 2005	\$3,445,000-Fed \$1,148,000-State (incl. sec. 3)	\$4,593,000
AVIATION DEPARTMENT-Access Control, Additional devices, Package 2	December 2006	\$2,439,000-Fed \$2,147,000-State (Incl. Sec. 3)	\$4,586,000
AVIATION DEPARTMENT-CCTV (Max 600) Curbside, Skywalk, Employee Lots, Bus Station	December 2006	\$883,000-Fed \$2,294,000-State (Incl. Sec. 3)	\$3,177,000
AVIATION DEPARTMENT-General Aviation Airports Security Projects X-51, OPF, TMB	March 2005	\$1,747,000-State and Federal (Incl. in Sec. 3)	\$1,747,000
AVIATION DEPARTMENT-So. Term. Program(Search rooms, Security rooms, Passenger screening checkpoints, breach containment & infrastructure for security systems	2003-2006	75% of eligible \$4,016,441- Fed \$7,779,000-State (Incl. Sec. 3)	\$55,000,000
AVIATION DEPARTMENT-No. Terminal Passenger Screening Checkpoints, Security Rooms, & Infrastructure to support security systems	2004-2006	\$17,908,000 Potential Federal & State)	\$200,000,000
FIRE RESCUE DEPARTMENT Training Enhancement - Disaster Preparedness Training Facility Acquisition		\$50,000	\$2,000,000
FIRE RESCUE DEPARTMENT Redundancy Incident Command Center			\$8,000,000
GENERAL SERVICES ADMINISTRATION -Provide additional lighting for security purposes around exterior of Stephen P. Clark Center	November 2003	N/A	\$230,000
JUVENILE ASSESSMENT CENTER -Renovation to building to provide secured access to floors 2-5-currently only the first floor is completely secure			\$250,000
SEAPORT -Port wide CCTV Monitor – Surveillance system	April 2004	\$4,900,731 Fed. \$919,359 State	\$5,820,090
SEAPORT -Cruise Access Control System	April 2004	\$1,130,781 Fed. \$212,130 State	\$1,342,911
SEAPORT -Cruise Door Alarms & other security	April 2004	\$339,289 Fed.	\$1,200,000
SEAPORT -Commercial Vehicle Inspection Stations	July 2004	\$180,000 Fed.	\$200,000
SEAPORT -Perimeter Fencing	July 2004	\$1,183,400 Fed. \$600,000 State	\$2,366,800
SEAPORT -Communication, Command & Control (C3) Center	July 2005	\$4,829,306 Fed. \$1,600,000 State	\$6,439,075
SEAPORT -Waterside Surveillance	July 2004	\$657,000 Fed.	\$730,000
SEAPORT -Cargo Gateway Security Systems	July 2004	\$2,749,000 Fed. \$4,100,000 State	\$13,900,000
TRANSIT DEPARTMENT -Reconfiguration of the entry/exit gate at the Coral Way Bus Maintenance garage to mitigate security risks and control access.	June 2005		\$500,000

Table B3 – Capital Improvements Prepared by: Miami-Dade Office of Emergency Management Updated on: February 26, 2004			
DEPARTMENT - PROJECT DESCRIPTION	ESTIMATED COMPLETION DATE	FEDERAL / STATE COST SHARE	TOTAL COST OF PROJECT
TRANSIT DEPARTMENT-Upgrade and install cameras, monitors and recorders for a formalized surveillance system. System will be utilized to control potential security breaches at rail and mover platforms to reduce acts of crime and vandalism	October 2005		\$4, 242,400
TRANSIT DEPARTMENT-Install cameras, monitors and recorders for a formalized surveillance system. System will be utilized to control potential security breaches at the Coral Way, Northeast and Central bus maintenance garages.	October 2005		\$250,000
TRANSIT DEPARTMENT-Install real-time surveillance on interior of rail and mover vehicles to mitigate acts of crime.	October 2005		\$4,500,000
TRANSIT DEPARTMENT-Purchase of video surveillance equipment	June 2004		\$39,000
TRANSIT DEPARTMENT-Implement a real-time surveillance system of bus interiors rather than continue with the recorded imagery system currently in place.	November 2005		\$9,000,000
TRANSIT DEPARTMENT-Install bomb resistant film on all TRANSIT DEPARTMENT modal vehicles	July 2005		\$1,865,000
WATER & SEWER DEPARTMENT-CCTV, Consoles, lighting improvement, access control, vulnerability, water & wastewater	2006		\$20,000,000
WATER & SEWER DEPARTMENT-Office and Maintenance Facilities, Access System, Surveillance/ Cameras	2006		\$5,500,000
TOTAL			\$366,911,496 .00

FOOTNOTES

- ¹ Rudman, W.B., Clarke, R.A., and Metzel, J.F. (2003, July) Emergency Responders: Drastically Underfunded, Dangerously Unprepared. Report of an Independent Task Force Sponsored by the Council on Foreign Relations. New York, NY: Publications Office, Council on Foreign Relations.
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- ¹¹ The Greater Miami Convention and Visitors Bureau Website. (2004) www.gmcvb.com
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